

Yavapai COLLEGE



STRATEGIC PLANNING
YEAR-END REPORT
July 1, 2004 – June 30, 2005

The Office of the President

**The Office of Institutional Planning, Research
and Assessment**

YAVAPAI COLLEGE STRATEGIC PLANNING YEAR-END REPORT July 1, 2004 – June 30, 2005

June – August, 2004

- An all-day Institutional Research/Strategic Planning Committee (IRC) summer retreat was held June 30, 2004, which consisted of 30 participants, including two student interns.

September - November, 2004

- The IRC met seven times September through November. All minutes from the IRC meetings are available on the IRC web page:
<http://www2.yc.edu/content/institutionalresearch/IRC.htm>
- *Research & Assessment Notes*, a publication of the IRC and SLOA (Student Learning Outcomes Assessment) was disseminated to the college community in October at Employee Development Day. This newsletter, and all past IRC/SLOA publications, is available on the IRC web page:
<http://www2.yc.edu/content/institutionalresearch/IRC.htm>
- Presentation of the IRC at Employee Development Day October 19, 2004, consisted of several members of the IRC being onstage for a visual sense of the college-wide representation of the IRC. The Yavapai College (YC) strategic planning and budgeting cycle was explained and questions from the audience were answered. Additionally, the IRC members had signs to display, “*Who the !@# \$! thought of that?!*” when an idea that had not been well planned was implemented without enough consideration and ended badly due to lack of planning and communication. The purpose of the sign was to invite participation, illustrate the importance of planning and provide levity. (Note: the former college president had just resigned and the morale at the college was shaky. This was an attempt to pull people together and assure the college community that the IRC provided district-wide representation and was dedicated to moving forward in the formulation of the institutional goals and strategic planning utilizing the input from everyone in the college community.)

- In October, the IRC mission statement was rewritten as follows:

The mission of the Institutional Review/Strategic Planning Committee is to implement and evaluate an ongoing institutional strategic planning cycle in support of academic and administrative decision making. The strategic planning cycle is data driven, inclusive, and has at its core a mechanism to demonstrate the impact of decisions on student learning.

- In October, the IRC established the following goals:

- Identify institutional strengths, weaknesses, opportunities and threats (SWOT).
- Develop, implement, and maintain a data driven strategic planning and budgeting process.
- Support Student Learning Outcomes Assessment (SLOA) and incorporate findings into the planning and budgeting process.
- Ensure a highly visible and participatory process with a focus on college-wide communication of planning activities and results.
- Ensure that all decisions impact student learning and include an assessment to measure the impact on student learning.

December, 2004 – February, 2005

- The IRC met ten times December through February. All minutes from the IRC meetings are available on the IRC web page:

<http://www2.yc.edu/content/institutionalresearch/IRC.htm>

- In December, the IRC established an operational definition of strategic planning:

Strategic planning is an ongoing effort to anticipate, predict and guide future activities and provides a framework to advance Yavapai College's mission, vision and goals. It must be clear to the entire organization where we are going, why we are going there, and how we will get there.

- The December 2004 issue of *Straight Talk* (a newsmagazine for Yavapai College employees) included an article on the IRC and the strategic planning process. The article listed the IRC mission statement, goals and operational definition of strategic planning; described the activities of the IRC, and incorporated a photo of the IRC members.

- The January 2005 issue of *Straight Talk* provided a district-wide strategic planning update and identified the six strategic initiatives that were developed to establish direction and allow Yavapai College to continue to respond to the educational needs of Yavapai County. The Yavapai College planning activities that would be conducted at the Employee Development Day on January 19 were described, so that those activities would be expected and anticipated.
- Research & Assessment Notes, a publication of IRC and SLOA, was disseminated to the college community in January at the Employee Development Day. This newsletter, and all past IRC/SLOA publications, is available on the IRC web page: <http://www2.yc.edu/content/institutionalresearch/IRC.htm>
- The six strategic initiatives developed and utilized for the SWOT (strengths, weaknesses, opportunities and threats) exercises for the two Employee Development Days (January 19 and February 25, 2005) were:
 - ▮ Expenditure limitation compliance
 - ▮ Master plan completion
 - ▮ Funding district growth
 - ▮ Five-year capital improvement plan
 - ▮ Employee compensation
 - ▮ Student outcomes assessment

Note: The six strategic initiatives have been collapsed and refined to their present form as of June 30, 2005; there are now four strategic initiatives.

- Employee Development Days (January 19 and February 25, 2005) - Yavapai College Planning Workshops were conducted wherein instructions, examples and templates were provided for each unit to accomplish a SWOT analysis on their unit. In January, each unit identified its strengths and weaknesses; in February, each unit identified its opportunities and threats.

Those analyses were sent to the director of each unit to compile the information into an institutional-level rollup report. Those directors ensured that supporting measures and evidence providing linkage to the budget were provided, identified trends within their division, and forwarded items that would have institutional impact and budgetary ramifications. The directors also incorporated into their review of the analyses how the strengths and weaknesses of each unit fed into or detracted from the mission of the college. These rollup reports were forwarded to Institutional Research. The SWOT rollup reports are available on the strategic planning website: <http://www2.yc.edu/content/groups/strategicplanning/default.htm>

In order to keep this process ongoing, it was decided that a SWOT analysis will be done for each unit, by each unit, every year as part of the Employee Development Day activities. This analysis, done from the “bottom up,” will be beneficial on the unit-level as well as the institutional-level and will feed into the strategic planning and budgeting process. This process assists managers with identifying priorities for their units and determines what initiatives each division will bring forward through the budget process.

Expenditure limitation - at the February 25 Employee Development Day, a district-wide presentation was made on the issues facing the college in expenditure limitation and ways to address that issue in addition to FTSE growth; the budget managers then met for a brainstorming session to determine if there were new innovations or ideas to address and look at possible resources that may not currently be utilized.

- The strategic planning website was introduced to the Institutional Review Committee February 10; this site was launched May 2, 2005 at <http://www2.yc.edu/content/groups/strategicplanning/default.htm>

March – May, 2005

- The IRC met eight times March through May. All minutes from the IRC meetings are available on the IRC web page: <http://www2.yc.edu/content/institutionalresearch/IRC.htm>
- Barbie Duncan, Assistant Dean of Student Services; Chris Breitmeyer, Biology faculty; Tom Hughes, Director of Institutional Research; and Scott Farnsworth, Athletic Training faculty, attended the Higher Learning Commission 110th Annual Meeting in Chicago, Illinois, in April. Summaries of their experiences and perceptions of the conference are available on the strategic planning website: <http://www2.yc.edu/content/groups/strategicplanning/default.htm>

June, 2005

- The strategic initiatives have been refined to their present form as of June 30, 2005 (the name of the responsible person is listed for each strategic initiative):
 - Excellence in education (Paul Kessel)
 - Long-range financial planning (Bob Lynch)
 - Long-range facilities planning (Jo Berger)
 - Develop our human capital (Rose Hurley)

- The June 2005 issue of *Straight Talk* included an article on auxiliary service area reviews; the auxiliary service area review process was described and the auxiliary areas defined. Excerpts from interviews with three individuals who had conducted their service area reviews provided personal insights about the process.

Other Strategic Planning Activities Conducted in 2004 - 2005

- Environmental Scan
 - There were 27 community forums conducted January 10 – 27, 2005, to obtain community input on bringing additional degree programs to Yavapai County through a partnership between Northern Arizona University and Yavapai College. A document summarizing the results of those forums has been produced entitled *Community Assessment Forum Report* and is available on the strategic planning website <http://www2.yc.edu/content/groups/strategicplanning/default.htm>
 - The Office of Institutional Planning, Research and Assessment produced an Environmental Scan report in spring 2005, which provides national, state and county overviews and geo-demographic information. This report is available on the strategic planning website <http://www2.yc.edu/content/groups/strategicplanning/default.htm>
 - National Community College Benchmark Project – The Report of 2004 Aggregate Data for Yavapai College was produced for the first time in 2004; Yavapai College will continue to participate in this data collection project, which provides peer-level comparative data. This report is available on the strategic planning website <http://www2.yc.edu/content/groups/strategicplanning/default.htm>
 - 2004-05 research projects that provide current data:
 - ▲ Telephone survey of people 50+ of age for Center for Successful Aging
 - ▲ Graduate follow-up report
 - ▲ Graduate exit report
 - ▲ Course/instructor evaluations to students
 - ▲ Weekend college survey to instructors
 - ▲ Nursing / Paralegal program student survey and employer survey
 - ▲ Program review surveys for students and/or instructors
 - ▲ Spring 2005 Kickoff-Advising survey
 - ▲ Academic Advising survey
 - ▲ Adjunct faculty workshop survey
- Outcomes Assessment – assessment plans were reviewed in fall 2004. Review of end-of-year reports helps to identify what actually occurred in the assessment cycle, summarize the data and analyze the results to make recommendations/action items

for the next assessment cycle. An example of change through outcomes assessment is the Emergency Medical Services program. YC scores were above the Arizona standards for EMT-Basic testing in all seven areas. YC scores were above the national standards in all areas except Cardiology, Trauma and Obstetrics/Pediatrics. The plan recommended increased training for students in Cardiology, Trauma and Obstetrics/Pediatrics, expansion of the assessment plan to include multiple sections of the course, more meetings and instructor training to educate faculty about outcomes assessment. Additional outcomes assessment information can be found in the outcomes assessment year-end report.

- Auxiliary Service Area Reviews – auxiliary service area reviews are being conducted on fund two divisions – those services that are supposed to be self-supporting. Effort is being made to look at true costs of operating these programs, which hasn't been captured systematically in the past. The completed reviews are presented to the Executive Leadership Team; the budget managers of those areas are present at that meeting to address the final report and answer any questions about their area. Recommendations made by the ELT are incorporated within the review in a one-page executive summary. The final reports are disseminated to the college community through News Flash and will be placed on the Institutional Research web page:
(<http://www2.yc.edu/content/institutionalresearch/service%20area%20reports.htm>)

■ The auxiliary service areas under review in 2004-05:

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|---------------------------------|--|
| ▲ Athletics | ▲ Northern Arizona Regional Skill Center |
| ▲ Community Education | ▲ Osher Lifelong Learning |
| ▲ Community Events | ▲ Performance Hall |
| ▲ Conference Services | ▲ Small Business Development Center |
| ▲ Contract Training | ▲ Student Activities |
| ▲ Elderhostel | ▲ Student Publications |
| ▲ Hassayampa Writer's Institute | |
| ▲ Housing | |

- Program Reviews – All academic areas are reviewed on a five-year cycle. Program reviews are made available by News Flash and presentations to various groups on campus. These program reviews are placed on the Institutional Research web page: <http://www2.yc.edu/content/institutionalresearch/academic%20program%20review.htm>

■ The program reviews that were completed in 2004-05:

- ▲ Agribusiness
- ▲ Digital Filmmaking
- ▲ Digital Media Art
- ▲ Early Childhood Education
- ▲ Liberal Studies Core
- ▲ Physical Education and Athletics

Other Goals Achieved in 2004 - 2005

- Developmental Education – Coordinating the components of instruction and student services to address the developmental needs of unprepared students is one of the top three aspects most closely linked with student success. The leadership at YC has therefore established a core team to coordinate the developmental education program, meet the objectives of that program and implement program action plans (see article on goals achieved in developmental education in *Research & Assessment Notes*, Volume 3, Issue 1 (<http://www2.yc.edu/content/institutionalresearch/IRC.htm>)).
- Yavapai College Fact Book was created to disseminate historical, demographic and enrollment information to faculty, staff and the community. The fact book is updated bi-annually and is available at: http://www2.yc.edu/content/institutionalresearch/files/YC_Fact_Book.pdf